

ROUTING AND TRANSMITTAL SLIP

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5/22/81

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Initials

Date

1. Chief, P&PS

[Signature]

22 MAY 1981

2.

3. Chief, ~~HRPS~~

4.

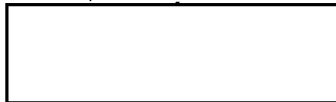
5.

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Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Attached is my first cut on the Planning Paper.
Would you and your staff review. I'd like to discuss
with you on 27 May in the a.m.

Thanks,



3- ~~MEB~~ P&E en.
Pls review & be prepared to
discuss Pm 26 May - 1500

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FROM: (Name, org. symbol, Agency/Post)

DD/PA&E

Room No.—Bldg.
1006 Ames

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OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

* GPO : 1980 O - 311-156 (17)

Personnel Planning

*release
→ achievement
to achieve
for object*

I. Topic

To establish a personnel planning system that centers on problems and policies in the broadest terms. The objective is to identify ~~real~~ problems and then the policies and plans to deal with them.

II. Concept

A. Personnel planning involves five distinct phases. These are:

- ° issue identification;
- ° [policy, programs and] plans to address;
- ° development of specific targets; *a goal*
- ° measuring [attainment] success; and,
- ° review.

B. Issue identification is the determination of the basic personnel problems and policy questions that must be faced. This can be accomplished in the following manner.

1. The means of determining the issues can be developed from the following sources:

- ° Perceived needs and problems as identified by senior managers, employee groups, oversight committee questions, etc. These needs or problems can be analyzed by OP to determine validity for Agency-wide attention or if the impact is restricted to a smaller segment of the Agency and should be addressed by component managers only.

- ° Conclusions from OP program evaluations that assess Agency-wide programs identifying issues needing attention. Examples are the PAR survey which identifies the need for additional assessment training on the part

*per
off*

ranking the low three percent of employees is no longer required.

- ° Data analysis by OP from the Personnel Data Base can provide indicators of issues needing attention. Such areas that can be monitored are occupation mix, personnel flow, performance appraisal ratings, the rate of special recognition afforded superior performers, etc.

- ° Analysis by OP personnel needs derived from the Program Call can provide indicators of issues in the occupation mix and recruitment areas. OP can provide the basic information from which components can indicate their personnel needs on a three-year basis similar to the manner in which they indicate their financial needs. This will afford OP the opportunity to give more effort to recruitment planning.

- ° Questionnaires can be prepared by OP that sample the Agency population in order to ascertain what a selected group of employees believe are the major personnel issues facing the Agency. Care would have to be exerted in developing the questionnaire and in selecting the sample in order to avoid false conclusions or expectations.

- ° The OEEEO-developed Affirmative Action Plan can be analyzed by OP to determine issues that require senior management attention.

2. The roles and responsibilities in issue identification would be as follows.

- ° Deputy Directors and other senior managers as issue identifiers to OP.

- ° OP as the administration point to receive issues, collect data from sources such as the Comptroller and the OEEEO, perform data analysis and assess the issue prior to EXCOM meeting on the subject.

- ° Personnel Management Advisory Board (PMAB) as an advisory to the Director of Personnel on issues.

in order of importance and interest.

- ° DDCI as the approving official for issue studies.

C. Developing the policy, program or plan to address the issues can be accomplished by staff studies performed by OP. These studies would combine quantitative and qualitative analysis and would present options for consideration to address the issue. By following an action agenda discussed at EXCOM, OP would have a time frame within which to present the staff study. The roles and responsibilities in developing the policy, program or plan would be as follows.

- ° OP as the developer of the staff studies with input from other sources (such as OF, EXCOM Staff, etc.) as required.

- ° PMAB as an advisory body to the D/Pers on the staff papers prior to their being submitted for EXCOM/DDCI consideration.

- ° EXCOM as an advisory body to the DDCI on the viability of the staff study options or recommendations.

- ° The DDCI as the approving authority.

D. In those instances where the development of specific targets is indicated, these can be accomplished by OP's modeling and projection techniques. Some issues may not lend themselves to the development of specific targets but may be more appropriately monitored by such means as program evaluations, surveys or other assessment mechanisms. In all instances, specific follow-up actions would be proposed in the issue staff study. The roles and responsibilities in this phase would be between the D/Pers and the Deputy Directors and would be by agreement to the target or follow-up action proposed.

E. Measuring attainment success would be by an evaluation of the progress made in addressing the issue during an agreed time frame. Normally, the time for measuring should be no less than one year. For those areas where targets

attainment level. Other mechanisms, such as questionnaires, personnel interviews or written surveys, will need to be developed. The analysis of why success was either achieved or not achieved will be of key importance. The roles and responsibilities in measuring attainment success would be as follows.

- ° OP would provide the tools for measuring success either through statistical reporting or through the conclusions of survey mechanisms.

- ° The Deputy Directors concerned would provide the analysis as to why success was either achieved or not achieved as they would be more familiar with the factors influencing success.

F. The review by the Deputy Directors and D/Pers would be in the form of recommendations regarding either continued detailed monitoring of the issue involved, changes to the policy, program or plan decided upon earlier so as to better guarantee success, or cease monitoring as the changes decided upon earlier resulted in successful attainment of the goal. [The time frame for these recommendations would be 60 days following the measurement phase.] The roles and responsibilities in this review phase would be as follows.

- ° OP and the Deputy Directors would provide the recommendations.
- ° EXCOM would advise the DDCI on the recommendations.
- ° The DDCI would approve the next course of action.

III. Example

[desired one]

A. A perception from senior management is that the resignation rate for certain categories of employees has risen. OP from statistical analysis was able to indicate that the resignation rate of personnel in certain occupations has risen during the last two calendar years. EXCOM review of the issues resulted in the DDCI deciding that the resignation rate rise was significant enough to warrant investigation.

B. OP's Staff Study concluded from data analysis, exit interview report, job market surveys and research into methods of increasing retention rates that certain means were available to alleviate the problem. These means were discussed at both a meeting of the PMAB and the EXCOM. After consideration, the DDCI approved following two means with the goal in reducing the resignation rate during the next 12 months.

C. Modeling and projections indicate that a reasonable target would be to reduce resignation by five percent during the coming calendar year. Periodic reports were provided to component managers and the DDCI.

D. Statistical reporting at the end of one year indicate that the resignation rate reduced by nearly six percent. Component analysis indicated that both means contributed equally to the increased retention rate.

E. The review recommended that retention rates in these job categories no longer be monitored as closely as in the past year but that an annual statistical summary of retention rates be provided to component managers employing individuals in these jobs. Any deviations from the norm would indicate the need for additional study. The DDCI approved this recommendation.

Issue: Senior management perception of increased resignations in certain occupational categories. Identified by a Deputy Director at Excom meeting

- Policy/Program/
Plan to
address:
- OP ~~appropriately~~ statistical analysis indicate increase in the categories of concern during last 2 calendar years
 - Report reviewed by Excom results in DDCI decision that this was significant enough to warrant investigation
 - OP conducts full review of data, exit interview reports, job market surveys and research methods of increasing retention rates. OP suggests course of action
 - Report on above considered by PMAB and EXCOM with EXCOM approving proposal to take 2 steps to reduce rate in concerned categories during following 5 1/2 months.

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Bob	W	18 May
2. Carl	B	18 May
3. Joyce	me	18 May
4. Walt	P	5/14/81
5. Darb	D	3/15

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
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Coordination	Justify	

REMARKS

- 6. Jack
- 7. Tom

* Whoever wants to may keep - 125 12.12.81

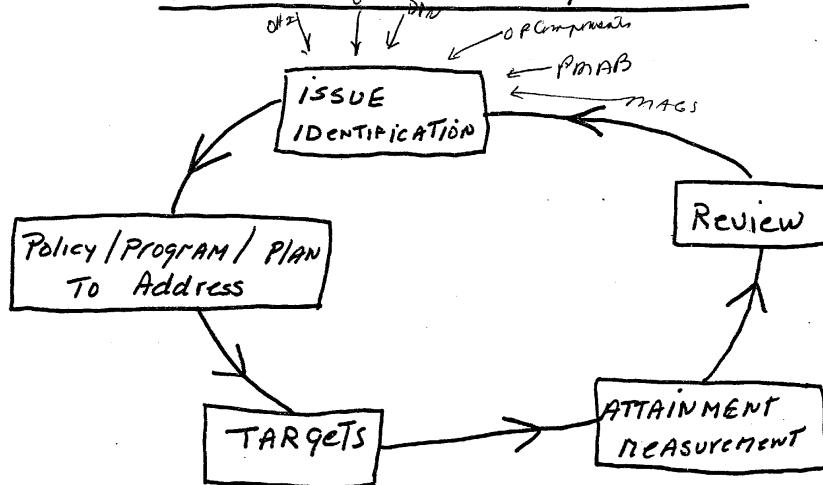
This is what Pete developed inconnection with Inman paper on things he's interested in seeing done in personnel management/planning. He, Stan and I met on this yesterday, and Pete is meeting with Ben & Glerum this PM so that we don't get too far off track & can meet Inman's 15 Jun deadline for a paper. I see that we will be working closely with [] in the future, and that we probably need to develop some way of tapping our Pers Off compatriots on issues that need attending....

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
<i>[Signature]</i> 5715781	Phone No.

STAT

PERSONNEL PLANNING Cycle



PERSONNEL PLANNING Cycle

13/5/81

cycle	Roles	MEANS	TIME FRAME	Responsibilities
Identification of issue(s)	<p>PPS OP - admin Point</p> <p>PPS PMAB - advisory External (MAqs etc.) - input</p> <p>EXCOM } CONTROL DDCI } POINT</p>	<p>PPS Program Evaluation results (OP)</p> <p>Deviation indicators from data analysis - Occupational Mix + Flow Studies, etc. (OP)</p> <p>MANPOWER INFO FROM PROGRAM CALL - Occupation + Recruiting PLAN (O/comp.)</p> <p>PPS Perceived needs / problems</p> <p>PPS Selected sample Questionnaire</p>	<p>ON-going</p> <p>ON-going</p> <p>3 year</p> <p>90 days 90 days</p>	<p>OP</p> <p>OP</p> <p>D/Pers w/ COMPT.</p> <p>D/Pers w/ Hd. C.S. D/Pers w/ Hd. C.S.</p>
Policy / Program / Plan To address	<p>PPS OP - developer</p> <p>PPS PMAB - review</p> <p>EXCOM - advisory + Prioritizing body</p> <p>DDCI - approving authority</p>	<p>PPS STAFF Studies - OPTIONS QUANTATIVE / Qualitative</p>	<p>action agenda on a prioritized basis</p>	<p>Hds C.S. w/ Subgroup</p> <p>OP w/ EEO - AAP</p> <p>PMAB w/ D/Pers - advisory US. obstructionist</p> <p>DDCI w/ Hds C.S.</p>

Cycle	Roles	MEANS	TIME FRAME	Responsibilities
Develop Specific Targets	OP + Hds C.S.	Modeling - Projections	action agenda on a prioritized basis	D/Pers w/ Hds C.S. DDCI w/ Hds C.S.
MEASURE ATTAINMENT Success	OP + Hds C.S.	OP - Statistical Reporting Hds C.S. - Analysis	Minimum - 1 year after target development	D/Pers w/ Hds C.S. DDCI w/ Hds C.S.
Review	OP EXCOM DDCI	D/Pers + Hds C.S. Recommendations re: re confirmation/ additions/ deletions	60 days following measurement	D/Pers w/ Hds C.S. DDCI w/ Hds C.S.